

## **Title: Containerized Cargo Consultant**

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### **2.0 SCOPE OF SERVICES**

#### **2.1 Background**

PortMiami is among America's busiest ports and is recognized throughout the world with the distinction of the Cargo Gateway of the Americas. In FY 2015, 7.7 million tons and 1 million TEUs (twenty-foot equivalent units) of cargo traveled through the Port. The commercial trade contributes approximately \$18 billion annually to the South Florida economy and helps provide direct and indirect employment of 180,000 jobs. For a map of PortMiami, go to: <http://www.miamidade.gov/portmiami/library/portmiami-map.pdf>. For more information about the Port, visit the Port's website at <http://www.miamidade.gov/portmiami/home.asp>.

The Port is positioning itself to capture an increased share of container volumes to the United States (U.S.) east coast, which are expected to result from the expansion of the Panama Canal in 2016. The Port recently completed its Deep Dredge project, which deepened the Miami Harbor, constructed a tunnel providing direct highway access, upgraded on-port rail capacity, and procured super post-Panamax cranes. The Port is concentrating its efforts on capturing transshipment perishables trade.

With the Port dredged to a depth of 50 feet, larger "New Panamax" ships can load and unload cargo, enabling the Port to become a first port of call for ships coming through the expanded Panama Canal. The Port intends to leverage its expanding asset base and available information concerning trade flows, to increase its container trade. The Port is examining new efficiencies through infrastructure investments, yard alignments and inland assets.

Miami-Dade County is hereby seeking experienced and qualified parties to submit their qualifications for consideration to provide the Port with generalized consulting assistance services across a range of cargo related activities, on an as needed basis. The Contractor will work with PortMiami staff, and potentially with PortMiami partners, to identify key opportunities and cargo related activities that will increase international container flow through the Port. The Contractor will perform on a Purchase Order basis.

#### **2.2 Preferred Qualifications**

It is highly desired that:

- A. The selected Proposer have no less than ten (10) years of experience in assisting ports in identifying key opportunities that increased international container flow through the ports.
- B. The selected Proposer's key personnel, who will perform the contracted services, have no less than five (5) years relevant experience in similar types of projects.
- C. The selected Proposer and selected Proposer's key personnel have:
  1. Specialized knowledge involving the movement of international containerized cargo;
  2. Experience with a high focus on trade with the Southeastern U.S. and opportunities from the Panama Canal expansion;
  3. An in-depth understanding of cargo competitiveness issues involving ocean carriers, port operators, and inland transportation and distribution facilities; and
  4. An understanding of the competitive position of Florida ports and experience working with Florida ports.

#### **2.3 Purchase Orders Development**

##### **A. Project Assignment (Port's Initial Project Request)**

When the need arises, the Port will prepare a Project Assignment and provide the Contractor with information regarding the project's requirements, specific deliverables, payment terms, schedule, time frames, etc. Multiple Project Assignments may be issued simultaneously, depending on the need for the services. All work to be performed under any contract, as a result of this solicitation, requires the Port to issue a Purchase Order.

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### **B. Work Plan (Contractor's Proposal)**

After a Project Assignment has been identified by the Port, the Contractor shall prepare a written Work Plan for review and approval by the Port. The written Work Plan must be received by the County's Project Manager, as defined in each Project Assignment. Each Work Plan shall include, but may not be limited to:

1. Description of the proposed approach and specific deliverables;
2. Project schedule and completion date;
3. Proposed staff to perform the work in the applicable Work Plan, including key personnel's job title, hourly rate (rates established through this solicitation will be the maximum rates the Proposer can propose on a Work Plan); and estimated number of hours each staff person will spend on the tasks;
4. Breakdown of the cost per staff person; and
5. Total not-to-exceed cost for the assignment

The County anticipates issuing Purchase Orders, based on approved Work Plans. Work Plans may be negotiated with the Contractor. The Port reserves the right to develop an alternative, streamlined process for Work Plans. All costs associated with estimating a project shall be borne by the Contractor, and Contractor shall not have any claim, financial or otherwise, against the County, as a result of the Port modifying or canceling a Project Assignment or Purchase Order. The Port, at its sole discretion, may a) recommend modifications to the Scope of Services, if applicable; b) approve the Contractor's Work Plan as submitted; and/or c) suspend or cancel the Project Assignment or Purchase Order at any time, at no cost to the Port. The Port will pay only for work actually performed under a Purchase Order.

## **2.4 Tasks and Deliverables**

### **A. Tasks**

The following are examples of specific tasks, with their high level descriptions, that may be requested via Project Assignments. The Contractor shall be prepared to perform the following:

1. Assessment and Analysis of Port Operations –Includes an in-depth assessment and analysis of the Port operations as it relates to containerized cargo and assisting the Port in: analyzing various scenarios involving vessel calls post-2016. This analysis will take into account various cargo volume levels, trans-shipment splits, dwell times, and truck and rail splits. The analysis will look at vessel rotations, berth capacity, crane use and demand, cargo yard capacity and staging, and, potentially, gate systems rail integration, Ropax/Ferry Terminals and Ro-Ro (Roll-on/Roll-Off). Also includes identifying the potential need for different types of yard configurations and facilities to accommodate anticipated vessel mix post-2016, including, but not limited to: covered storage vs. open storage, shed characteristics (clear span warehouses, refrigeration), cargo dwell times, cranes (heavy lift, container cranes, etc.), tug, barge and fueling capacities, other specialized facilities, and yard handling equipment..
2. Identifying Opportunities and Strategies – Identifying key market opportunities that may become the focus of the Port's marketing initiatives. These efforts will identify key commodities, carriers, routes, in-land markets and distribution centers, Foreign Trade Zone operators, importers, exporters and logistics providers. Identifying strategies and specific actions for positioning the Port as a channel through which these various entities elect to import and export containerized cargo.
3. Marketing Support –Includes developing tailored materials in support of the key strategies for increasing the Port's market share and actively participating in efforts to increase market share, including participating in marketing and customer meetings and developing service level and cost models.
4. Generalized Cargo Consulting Support - The majority of support in this area will entail competitive assessments and be heavily reliant on cost information and trade flow data. Contractor's recommendations will be targeted to establishing the most cost effective and efficient operating relationships among the entities involved, particularly in regard to the trade environment subsequent to 2016. Task includes identifying opportunities to align and increase the overall efficiency of various

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entities that operate at, and integrate with the Port; these entities include, but are not limited to: carriers, stevedores, terminal operators, truck and rail operators, and potentially, in-land logistics providers. The Port expects to galvanize its various key partners into a uniform approach to driving more business through the Port; the Contractor will be required to work closely with the Port and the Port's key partners in developing recommendations. Contractor will develop a container costing model that can be used to inform the Port's direct efforts to attract and retain cargo business; the model will include ocean costs, port costs, and in-land transportation and distribution costs. As part of this task, Contractor will develop conceptual layouts and formulate cost estimates and work with the Master Plan Consultant to provide support data for projections and other essential analysis in the Master Plan update.

5. Terminal Valuation and Lease Development – Evaluating need and potential operational structure of inland facility and approaches to maximize cargo throughout the Port. Developing a financial analysis for each line of cargo business in which the Port operates, with respect to financial contribution, as well as economic impact; including a detailed assessment of each tenant assigned to a PortMiami Terminal. Conducting detailed market analysis of the Port to evaluate the Port financial outcomes. Identifying the current lease rates needed to compete with other Ports, including reviewing current leases. Participating in the development of a terminal lease and the negotiation process. Using logistics cost modeling, economic impact modeling, forecast/projections and Piers Data to calculate Return on Investment and surge requirements.
6. Implementation and Support Services - In an effort to continue to become more competitive in international trade, the County may consider a larger framework or roadmap that the County may want to develop and implement at the Port. This framework would address other market and planning studies, including, but not limited to: feasibility analysis, market quantification, and commodity forecasting. Consequently, the Port intends to create guidelines, procedures and adopt policies across these attributes. This task may involve developing a range of guidelines, procedures and policy recommendations with pros and cons, that would enable the County to accommodate the outcomes of optimal corridor shifts.

### **B. Deliverables**

1. Prior to beginning work on a Purchase Order, the Contractor to whom a Purchase Order has been awarded, may be required to participate in an in-person Project Planning Meeting with the Port, as detailed in the Purchase Order. The meeting may include representatives from the Florida East Coast Railroad System, cargo partners, major importers, global terminal operators, and potential customers. The meeting will be scheduled by the County's Project Manager.
2. The Contractor to whom a Purchase Order has been awarded may be required to provide Project Status Updates to the County's Project Manager, periodically during the assessment and analysis process, where the frequency of the Project Status Updates will be detailed in the Purchase Order. Status updates may be required in writing, on-site, via teleconference, video conference or web conference.
3. The Contractor to whom a Purchase Order has been awarded may be required to provide Monthly Project Status Team Meetings to the County's Project Manager, by the 10<sup>th</sup> day of the month following the preceding month, through the duration of each Purchase Order, as detailed in the Purchase Order. Project team meetings may be held on-site, via teleconference, video conference or web conference.
4. The Contractor to whom a Purchase Order has been awarded may be required to provide Quarterly Progress Reports to the County's Project Manager by the 15<sup>th</sup> day of the month following the preceding quarter, as detailed in the Purchase Order. Quarterly progress reports should summarize information assessed during the previous quarter. The County's Project Manager may require Contractor to provide reports as Power Point presentations and/or Excel based models, or other approved format. Teleconferencing or other electronic communication between the Contractor and

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- the County may occur after each report is submitted, or as requested by the County's Project Manager.
5. The Contractor to whom a Purchase Order has been awarded may be required to submit, Marketing Material to the County's Project Manager and attend Marketing and Customer Meetings, as detailed in the Purchase Order.
  6. The County, at its sole discretion, may require the Contractor to attend additional meetings as projects progress and provide ongoing implementation and Support Services throughout the contract term. These items will be detailed in Purchase Orders as optional services, to be reimbursed based on established hourly rates in the Contract.
  7. The County recognizes that some of the sources of data that the Contractor may be required to obtain from the County, in order to perform the tasks outlined in the Purchase Order, are the proprietary data of the County, and are maintained in centralized applications. The County will prepare the data sources and make them readily available to the Contractor in electronic format. Refer to Section 5.0, Terms and Conditions, Articles 28 & 29 of the Contract, regarding Confidentiality and Proprietary information respectively.



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